

NFAC 4469-79

24 August 1979

Memorandum for Bruce Clarke

Subject: NFAC Management

1. I thought it might be useful if I would spell out an idea I mentioned at the first meeting with the SRP.
2. Various NFAC management problems can be tackled separately and at once. The object would be to make NFAC do better what it has been doing.
3. Ultimately, however, management improvement depends on asking the prior question of what sort of output NFAC should produce in terms of composition, quality, format and timeliness. These questions should not be answered--certainly not wholly or largely--in terms of what it is now convenient and possible for NFAC to do, but rather in terms of how the policy consumer is best served.
4. Once the prior questions on output are settled, one can ask what sort of inputs are required in order to approach gradually the output goals. It is at this level then that all specific questions on incentives, recruitment and training, organization and procedures, and top management appear in their proper light.

STAT

ADMINISTRATIVE-INTERNAL USE ONLY